

APPENDIX E

WORKFORCE PLAN

I. Agency Overview

The Office of the Secretary of State is an agency created by the Texas Constitution. Since its creation, the Agency has been given numerous duties by the actions of the Legislature. The Secretary of State is the chief elections officer of the State, the principal repository of most business related filings, publisher of the Texas Register, and manager of several special purpose appropriations.

The Office is organized into five functional divisions: Executive, Administrative Services, Elections, Information Resource Technology, and Business, Commercial, and Public Filings, which includes the Business Entity Filings, Uniform Commercial Code, and Government Filings sections.

Currently the agency is budgeted for 203 FTE's and anticipates no increase over the next five years. The possibility of an increase in FTE's would occur only if the Legislature assigned new duties to the agency.

A. Agency Mission

The mission of the Office of the Secretary of State is to provide a secure and accessible repository for public, business, and commercial records and to receive, compile, and provide information. In addition, our mission is to ensure the proper conduct of elections, to maintain the official statewide list of registered voters, to authorize the creation and registration of business entities, and to publish state government rules and notices. Additionally, we serve as liaison to the Governor on Texas-Mexico border issues. We also serve as Chief International Protocol office for the State. We assist our staff with personal and professional development; promote a diverse workforce and the effective use of resources.

B. Strategic Goals and Objectives

The Office of the Secretary of State has three main goals

Goal 1	Provide and Process Information Efficiently; Enforce Laws/Rules
Objective	<ul style="list-style-type: none">• Process Documents & Provide Accurate & Reliable Information on a Timely Basis• File & Publish Administrative Rules and Agency Public Notices
Strategy	<ul style="list-style-type: none">• File/Reject Statutory Filings• Publish the Texas Register and Texas Administrative Code
Goal 2	Maintain Uniformity & Integrity of Elections; Oversee Election Process
Objective	Interpret Elect Laws/HAVA; Publish Constitutional Amends; Reimburse Election Costs
Strategy	<ul style="list-style-type: none">• Provide Statewide Elections Administration• Manage Primary Election Funds; Reimburse Voter Registration Postage

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	<ul style="list-style-type: none"> • Publish and Interpret Constitutional Amendments • Administer the Federal Help America Vote Act (HAVA)
Goal 3	International Protocol
Objective	To provide protocol services; to encourage cooperation between local, state, and federal governments; to coordinate activities of state and local agencies to improve physical living conditions in colonias in the counties authorized by law.
Strategy	<ul style="list-style-type: none"> • To provide protocol services; to represent the Governor and the State of Texas at meetings, events, and conferences with the diplomatic corps, government officials, and business leaders. To monitor issues relating to Mexico and the border and recommend action. • To coordinate state agency activities and secure funding to improve physical living conditions in colonias; to advocate the needs of colonia residents

C. Anticipated Changes in Strategies

The Agency is requesting no changes in the strategies for the FY 2016-17 biennium.

II. Current Workforce Profile (Supply Analysis)

A. Critical Workforce Skills

The following workforce skills are critical to the successful operation of the Office of the Secretary of State.

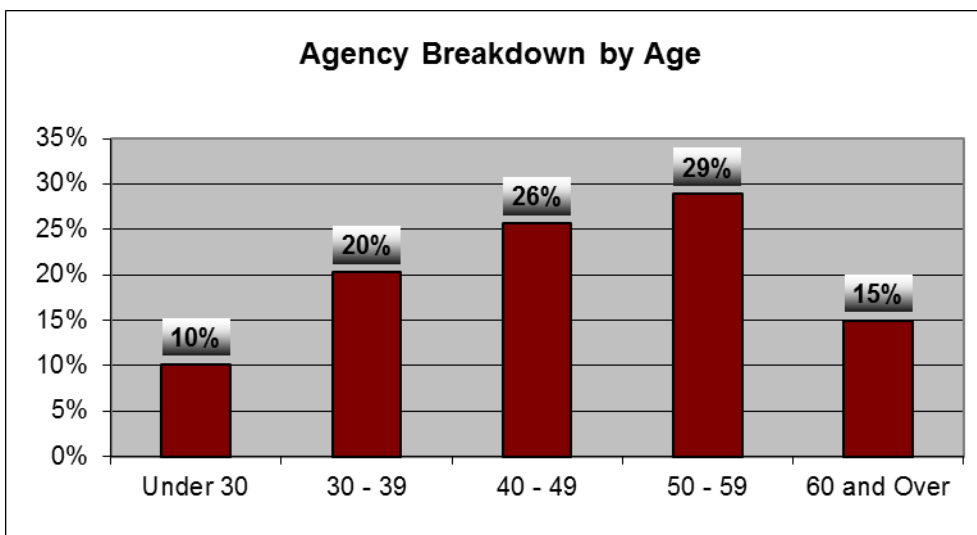
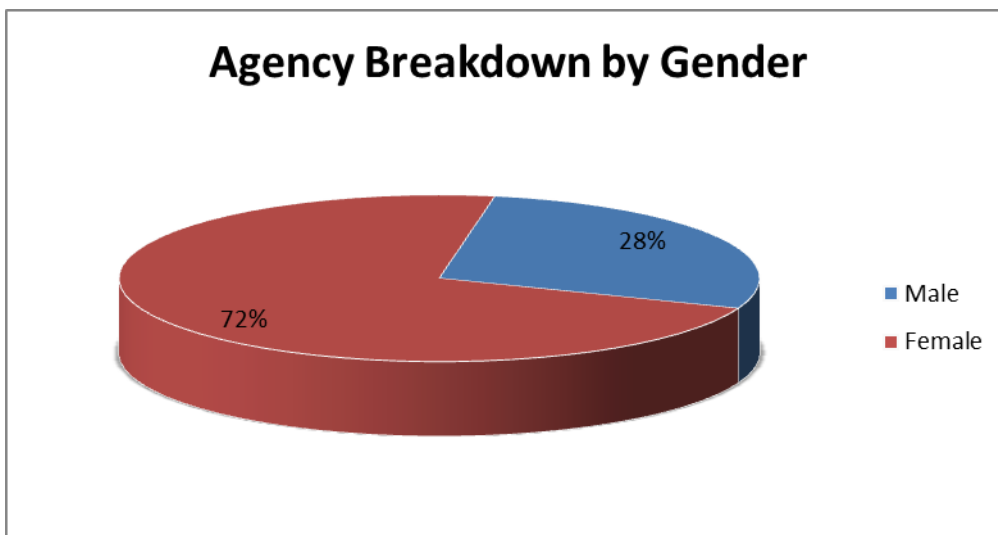
Communication Skills (Listening, Verbal, and Written)	Interpersonal Abilities
Leadership/Management	Teamwork
Analytical/Problem Solving	Flexibility/Adaptability
Managing multiple projects	Customer Service
Development and maintenance of computer systems.	Administrative/Clerical
Personal computer skills	Legal
Administrative management	Document publishing
E-Commerce	Financial management
Database management	Grant management

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B. Workforce Demographics

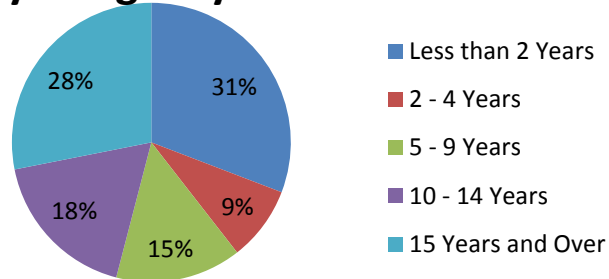
The following chart profiles the agency's workforce as of June 1, 2014, and includes both full-time and part-time employees. The agency's workforce is comprised of 72 percent females and 28 percent males. 70 percent of our agency workforce is over 40 years old and 30 percent is under 40 years old.

Workforce Breakdown

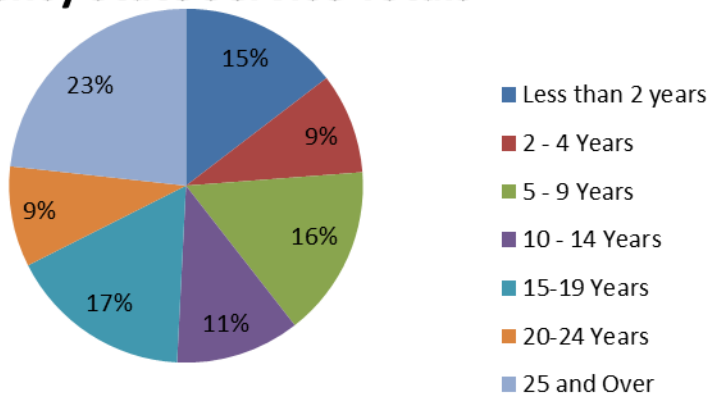


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Employee Agency Service Totals



Agency State Service Totals



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The following table compares the percentage of full-time African American, Hispanic, and Female Secretary of State employees (as of June 1, 2014) to the statewide civilian workforce as reported by the Texas Workforce Commission.

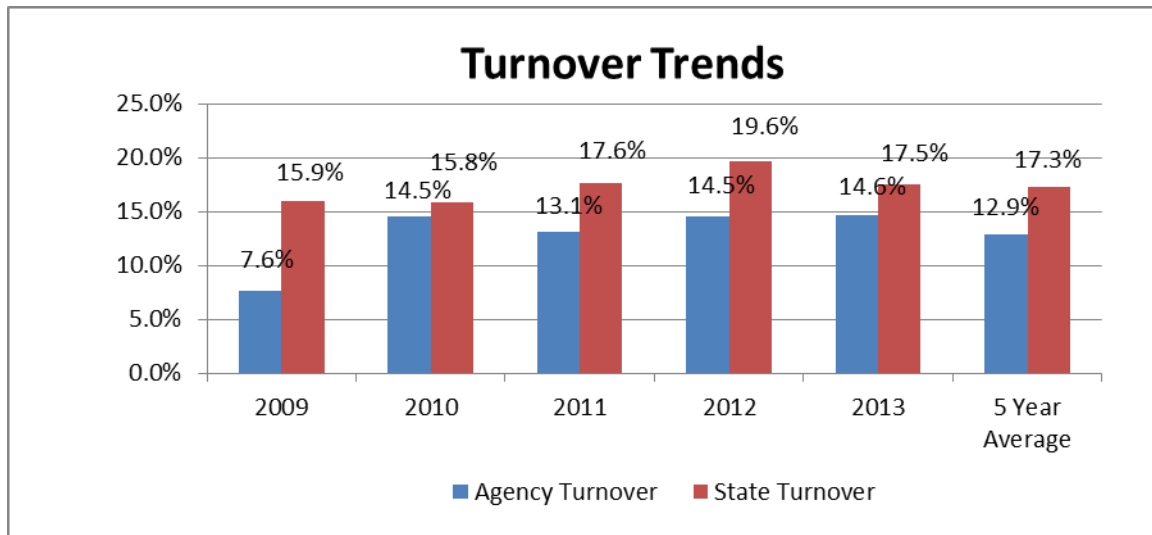
There are several areas of under-represented classes that the Agency should address. Those particular cases are highlighted below.

Job Category	African American		Hispanic American		Females	
	SOS%	State %	SOS%	State %	SOS%	State %
Administrators	10.00	10.22	20.00	14.51	40.00	51.11
Professional	10.53	11.04	21.05	16.12	60.53	56.03
Technical	9.09	15.31	18.18	23.98	9.09	56.30
Para-professional	10.61	30.35	46.95	25.99	78.78	51.76
Administrative Support	15.82	18.96	31.64	30.64	85.88	87.07

C. Employee Turnover

Over the past five years, the Agency averaged a turnover rate of 13% compared to the statewide average of 17%. In FY 2013 the agency was below the state turnover rate by 2.9%. Over the last five years, the agency turnover rate continues to be below the state turnover rate. The following graph compares the Agency's average turnover to the statewide turnover over the last five years.

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D. Retirement Eligibility

Over the next five years retirement will not account for the majority of separations within the agency.

	Projected Agency Terminations	Projected Agency Retirements
FY14	35	10
FY15	35	9
FY16	35	9
FY17	35	8
FY18	35	8

III. Future Workforce Profile (Demand Analysis)

Expected Workforce Changes

The Agency will continue to increase use of technology to improve efficiency and deliver better customer services. Higher technical skill levels will be required in managers, information technology staff, and in front line employees. Increasingly, employees will need to be cross-trained in more than one functional area as human resources are shifted to meet performance measures and improve customer service. Given the state budgetary constraints, the agency has not been able to increase staffing or funding even when a workload increase was demonstrated. With these limitations, the agency must increasingly rely on technological advances as a means

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of meeting customer demands. We expect the demand for services to increase as the population of Texas continues to grow.

Future Workforce Skills Needed

Project management skills will be increasingly important as the life cycle of information systems shortens. Customer service skills are critically important in the information age where our customers expect better, faster, and more accurate information. As the demographics of Texas change, the Agency anticipates the need for more multi-lingual employees in order to serve all our customers.

Anticipated Increase/Decrease in Number of Employees Needed to Do the Work

Due to the need for fiscal constraint in the state, the Agency anticipates no overall change in the authorized number of full-time equivalent employees. The Agency will endeavor to manage the anticipated increases in workload by improving efficiencies and allocating human resources to maximize customer service. If we are able to reduce workforce in one area we will cross-train staff that are willing to re-locate to other areas that are in need of help to meet performance measures. It is not anticipated that new programs will be added or existing programs deleted. However, it is expected that technological advances will cause workload to shift with personnel shifts necessary as a result of those shifts.

Critical Functions

The Agency must continue to encourage its customers to become partners. An informed customer base is critical in maximizing the mutual benefits that accrue from an increasingly sophisticated infrastructure. It is no less true that employers must train employees effectively to deal with all customers.

IV. Gap Analysis

Anticipated Surplus or Shortage of Workers or Skills

The condition of the local economy has a powerful influence over the labor pool available to state government. The agency has many tenured employees with a considerable amount of institutional knowledge of agency operations and applicable laws and regulations. The agency does not have a high turnover rate so one would expect that the skill and experience level of the personnel would increase over the next five years. The primary challenge affecting the agency's ability to recruit and retain mission critical skills is low pay afforded state employees and the 60 day waiting period for insurance coverage. The HR department has noticed that the more specific the job skill requirements are the more difficult recruiting has been. As the Texas economy expands and unemployment rates decrease, we can expect that employees will seek employment in a sector that provides significantly higher pay. If unemployment continues to stay high than the agency will see some employees fearful of making a change and stay with the agency. Some employees have thorough job knowledge and excel in clerical tasks given to them, but lack certain analytical and technical skills. This gap can be narrowed by offering

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necessary training to existing personnel, as current salaries will not attract applicants with the analytical and technical skills needed. All current job functions will continue to be required.

V. Strategy Development

The Agency plans to reallocate full-time equivalent employees at least once in each biennium. As electronic filing and electronic access to public information expands, employees will be reallocated to maximize the Agency performance outcomes. When the agency is faced with budget constraints we need to consider nonfinancial factors for influencing employee motivation and engagement. The Agency will continue to utilize all authorized compensation and retention programs, such as performance rewards, one-time merit salary awards, and return to work programs, to the extent of available funding. Employee training will be a high priority in the workforce transition required to meet future challenges.